

Canon...
 University A
 Academic Rank Salary
 Professor \$60
 Professor \$48
 Professor \$46
 Instructor \$3

FACULTY SALARIES IN CALIFORNIA'S PUBLIC UNIVERSITIES 1993-94



CALIFORNIA
 POSTSECONDARY
 EDUCATION
 COMMISSION

Summary

Annually, in accordance with Senate Concurrent Resolution No. 51 of the 1965 General Legislative Session, the Commission submits to the Governor and the Legislature an analysis of faculty salaries in the University of California and the California State University for the forthcoming fiscal year.

The Commission's report for the 1993-94 fiscal year contains an analysis of the data submitted to the University and the State University by their respective groups of comparison institutions, and shows how those data are formulated into the parity percentages included in the report. The parity percentage is an average amount of increase in salary necessary for each system to maintain a competitive position in relation to its respective comparison group of institutions. This year, the estimated faculty salary parity amounts for the University and State University are 6.5 and 8.5 percent, respectively.

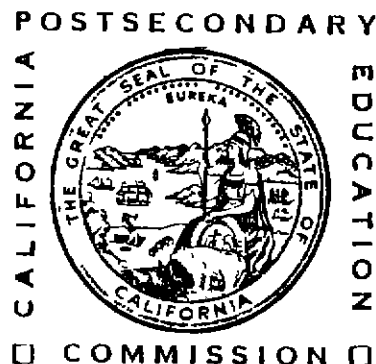
This year, the methodology used to compute the University of California's parity percentage was altered to conform to the methodology used for the California State University. This involved the weighting of each comparison institution's data by the number of faculty at that institution; previously, each of the University's eight comparison institutions were accorded an equal weight in the calculations.

The Commission adopted this report at its meeting on April 19, 1993, on recommendation of its Fiscal Policy and Analysis Committee. Additional copies of the report may be obtained from the Commission at 1303 J Street, Suite 500, Sacramento, California 95814-2938.

FACULTY SALARIES IN CALIFORNIA'S PUBLIC UNIVERSITIES, 1993-94

*A Report to the Legislature
and the Governor in Response
to Senate Concurrent Resolution No. 51 (1965)*

CALIFORNIA POSTSECONDARY EDUCATION COMMISSION
1303 J Street ♦ Suite 500 ♦ Sacramento, California 95814-2938





**COMMISSION REPORT 93-3
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Contributing Staff William L. Storey

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1

Summary and Conclusions

THIS 1993-94 faculty salary report contains detailed data on average salaries in the comparison institutions of the University of California and the California State University. It analyzes raw data submitted by these institutions, explains the Commission's faculty salary parity computations, and presents the percentage amounts by which existing salaries would have to be increased to achieve parity with their respective comparison groups. The report also provides a summary of economic data that represents an input to policymakers as they consider salary issues.

The California State University

The Commission's analysis of the data supplied by the comparison institutions of the California State University indicates a parity deficiency for the State University of 8.5 percent in the 1993-94 academic year. This projection is based on the consideration of current-year payroll runs at 18 of the State University's 20 comparison institutions, with estimates for the remaining two that have not yet completed their reports. This is an improvement over last year, when only 16 institutions reported actual data. As with last year's report, comparison institution salary data for law faculty have been excluded from the calculations.

Because of the imperatives of collective bargaining, the State University Trustees have not submitted a formal request or commented on the 8.5 percent parity figure. Negotiations between the Trustees and the California Faculty Association for the 1993-94 year -- and possibly other years -- are continuing as of this writing.

University of California

The Commission's analysis of data for the comparison institutions of the University of California indicates a projected parity deficiency for University faculty in 1993-94 of 6.5 percent. This conclusion is based on complete 1992-93 data from all eight of the University's comparison institutions, and is partially the result of the fact that no salary increases have been granted to University faculty since 1990-91.

The 6.5 percent figure is also due to a change in the methodology from previous years' reports. In earlier years, each of the University's comparison institutions influenced the final parity figure equally, but because of a change recommended by the Commission's staff, the Department of Finance, and the Office of the Legislative Analyst, a change was made to weight each of the comparison institutions by the number of faculty at that institution. Among the University's eight

comparators, four are public institutions and four are independent, and the effect of this change is to grant greater influence to the public universities, who generally pay their faculties at slightly lower rates than their independent counterparts.

General trends Data contained in this report, some of it from the American Association of University Professors, indicate a general decline in faculty salary increases nationally, at least through 1991-92. Data for the current 1992-93 year will not become available until March of this year, but the trend seems clear enough. Where salary increases were consistently in the 6- to 7-percent per-year range throughout the 1980s, the average 1991-92 increase was only 3.5 percent in current dollars (0.4 percent when adjusted for inflation).

Even with these declines on the national scene, however, California faculty appear to have lost some ground in relation to their respective groups of comparison institutions. The decline may not yet be critical, but the trend is clear, and it seems probable that if salary increases are not granted for 1993-94, the disparity could well become pronounced.

2

History of the Reports and of Recent Economic Conditions

ANNUALLY, in accordance with Senate Concurrent Resolution No. 51 of the 1965 General Legislative Session (reproduced in Appendix A on page 25), the California State University and the University of California submit to the Commission data on faculty salaries for their respective institutions and for a group of comparison colleges and universities. On the basis of these data, Commission staff develops estimates of the percentage changes in salaries required to attain parity with the comparison groups in the forthcoming fiscal year. Current procedures dictate that parity figures for both segments be submitted annually to the Department of Finance and the Office of the Legislative Analyst during the first week of December.

The methodology that determines the lists of comparison institutions, the procedures by which the segments collect data, and the techniques used to analyze those data, have been designed and refined periodically by the Commission -- and the Coordinating Council before it -- in consultation with representatives from the University of California, the California State University, the Department of Finance, and the Office of the Legislative Analyst. Appendix B on pages 27-30 traces the history of those refinements, but in brief the Commission approved a major revision in 1985 (CPEC, 1985) and has since revised it four times (CPEC, 1987, 1988, 1989a, and 1989b) to reflect minor changes in the methodology used for calculating the parity figure and to alter the University of California's and California State University's groups of comparison institutions. At the present time, the two systems employ the lists of comparison institutions depicted in Display 1 on page 4.

Besides the present report, the Commission annually issues a supplemental report, requested in previous years by the Office of the Legislative Analyst and subsequently incorporated into Supplemental Language to the Budget Act, in which it discusses faculty salaries in the California Community Colleges and administrators' salaries in California's two public universities.

Resolution of the issue of weighting

This past year saw the resolution of a long-standing debate about one facet of the methodology for calculating parity for California's two public universities: that of weighting the comparison institutions in terms of faculty size. At its December 1987 meeting, the Commission agreed, as articulated in its agenda item entitled "Changes in Faculty Salary Methodology," to include a discussion in its annual

DISPLAY 1 Faculty Salary Comparison Institutions of the California State University and the University of California, 1992-93

The California State University

Northeast Region

Bucknell University*
Rutgers, the State University of
New Jersey, Newark
State University of New York at
Albany
Tufts University*
University of Connecticut

Southern Region

Georgia State University
George Mason University
North Carolina State University
University of Maryland,
Baltimore County

North Central Region

Cleveland State University
Loyola University, Chicago*
Illinois State University
Wayne State University
University of Wisconsin,
Milwaukee

Western Region

Arizona State University
Reed College*
University of Colorado, Denver
University of Nevada, Reno
University of Southern California*
University of Texas, Arlington

University of California

Harvard University*
Massachusetts Institute
of Technology*
Stanford University*
State University of New York
at Buffalo
University of Illinois, Urbana
University of Michigan, Ann
Arbor
University of Virginia,
Charlottesville
Yale University*

* Independent Institution

Source: California Postsecondary Education Commission

report on university faculty salaries regarding the differences between the methodologies used by the University of California and the California State University to determine their respective parity figures. Until this year, several differences existed between the two systems -- the most significant being the weighting of comparison institution data. The State University has traditionally weighted each comparison institution's data based on the number of faculty at each rank at those institutions. The result is that larger institutions -- those with greater numbers of faculty members -- have had a more significant impact on the parity figure. The University of California's methodology has assigned equal weight to each of its comparison institutions regardless of size, thus eliminating faculty size as a determinant of the final percentage parity figure.*

For some years, the Legislative Analyst questioned these methodological differences as they affected the parity figures for the University of California, and did so

* Specifically, the first stage of the Commission's methodology produces average salaries by rank for the comparison group as a whole, compares them to the average rank-by-rank salaries in California, and computes a percentage difference between the two. The second stage -- derivation of the "All-Ranks Average" -- requires an additional step, however: the computation of weighted mean salaries for each California system and for its respective comparison group. Traditionally, the State University's All-Ranks Average has been produced by weighting the individual rank-by-rank salaries by the average of the two overall staffing patterns, while the University's All-Ranks Average has been produced by weighting the individual rank-by-rank salaries only by the University's staffing pattern.

primarily because the University's methodology consistently produced higher parity figures than would have been the case had the State University's methodology been applied to the University of California comparison institutions. The reason is simple enough. The highest paying comparison institutions in the University of California's list are all independent institutions, yet two of the public institutions (Illinois and Michigan) are substantially larger than any of the other six, which are all of more or less equal size. The result is that the larger but lower paying institutions exert a strong downward influence on the average when institutional size is taken into account.

During deliberations on the 1992 Governor's Budget, the Analyst was successful in incorporating a recommendation in the *Supplemental Report on the 1992 Budget* requesting the Commission

to convene the technical advisory committee on faculty salaries in order to evaluate whether the estimated average salaries at the University of California's comparison institutions should be adjusted (weighted) to take into account the number of faculty at each institution as is the case in the calculation of the average salary for the California State University's comparison group average faculty salary.

The advisory committee met on November 15, 1992, and discussed the issue at length. At that meeting, the University reiterated its long-standing position that the equal weighting system was appropriate to equalize the fact that all of the independent institutions paid higher salaries than any of the public institutions and that the University's market for new faculty is derived at least as much from private institutions as public institutions. In addition, the University argued that no evidence exists that more faculty are recruited from the larger public institutions than from the smaller independents, and added that in the competition to attract the most outstanding senior faculty, institutional size has little bearing on faculty compensation. The University argued that because Yale, with about 700 faculty, is just as strong a competitor for talent as the University of Michigan, with about 1,300 faculty, the two institutions should have equal weight. The University presented data that the proportion of its recent hires from and separations to private universities was approximately equal to those to and from public universities.

In the past, this reasoning has been accepted by most parties to the discussion, but this year, Commission staff, the Legislative Analyst, and the Department of Finance, agreed that the University's parity figure should be computed using exactly the same methodology as employed by the California State University, and the University reluctantly concurred. The reasons for the change include a desire for consistency between the two senior systems and the belief that a weighted figure more accurately represents faculty compensation in the "global" market. The Commission believes that the number of positions each comparison institution has available is a better proxy for the market, with large institutions playing a greater role in the overall faculty market than smaller institutions with fewer faculty positions. The Commission thus recommends that faculty salaries be weighted to account for the greater role larger institutions play in the marketplace.

Current economic conditions

In the spring of each year, the American Association of University Professors publishes a comprehensive report on faculty compensation known as *The Annual Report on the Economic Status of the Profession*. The 1992 report, as with all of the others, contains much useful trend information, which can serve to highlight some of the historical material discussed in this report. In particular, Display 2 below indicates the course of faculty compensation nationally for all institutional categories, while Display 3 on the opposite page shows that, at least during the 1980s, faculty at independent institutions, and even at church-related institutions, fared somewhat better than faculty at public institutions. Given the considerable rise in tuition levels at independent institutions during this past decade, the faculty compensation increases may not be surprising. Display 4 on page 8 shows how salaries

DISPLAY 2 *Percentage Increases in Average Current and Real Dollar Faculty Salaries for American Colleges and Universities Reporting Comparable Data for Adjacent One-Year Periods, and Percentage Changes in the Consumer Price Index, 1971-72 Through 1991-92*

Year	Current Dollars					Constant Dollars					Consumer Price Index*
	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks	
1971-72 to 1972-73	4.3	4.2	4.1	3.9	4.1	0.9	0.8	0.7	0.5	0.7	3.4
1972-73 to 1973-74	5.2	5.2	4.8	4.7	5.1	-3.2	-3.2	-3.6	-3.7	-3.3	8.7
1973-74 to 1974-75	5.8	5.9	5.7	5.8	5.8	-5.8	-5.7	-5.9	-5.8	-5.8	12.3
1974-75 to 1975-76	6.2	5.9	5.7	6.1	6.0	-0.7	-0.9	-1.1	-0.7	-0.8	6.9
1975-76 to 1976-77	4.7	4.7	4.7	4.7	4.7	-0.2	-0.2	-0.2	-0.2	-0.2	4.9
1976-77 to 1977-78	5.2	5.4	5.3	5.4	5.3	-1.4	-1.2	-1.3	-1.2	-1.3	6.7
1977-78 to 1978-79	5.6	5.8	5.9	6.0	5.8	-3.1	-2.9	-2.8	-2.7	-2.9	9.0
1978-79 to 1979-80	7.5	7.0	6.8	6.4	7.1	-5.1	-5.5	-5.7	-6.1	-5.4	13.3
1979-80 to 1980-81	8.8	8.5	8.8	8.6	8.7	-3.3	-3.6	-3.3	-3.5	-3.4	12.5
1980-81 to 1981-82	9.0	8.8	9.1	8.2	9.0	0.1	-0.1	0.2	-0.7	0.1	8.9
1981-82 to 1982-83	6.3	6.3	6.8	6.7	6.4	2.4	2.4	2.9	2.8	2.5	3.8
1982-83 to 1983-84	4.6	4.4	5.0	5.1	4.7	0.8	0.6	1.2	1.3	0.9	3.8
1983-84 to 1984-85	6.7	6.4	6.6	6.2	6.6	2.7	2.4	2.6	2.2	2.6	3.9
1984-85 to 1985-86	6.1	5.9	6.2	5.9	6.1	2.2	2.0	2.3	2.0	2.2	3.8
1985-86 to 1986-87	6.0	5.8	5.7	4.9	5.9	4.8	4.6	4.5	3.8	4.7	1.1
1986-87 to 1987-88	5.0	4.8	4.9	3.8	4.9	0.6	0.4	0.5	-0.6	0.5	4.4
1987-88 to 1988-89	5.8	6.7	6.0	5.3	5.8	1.3	2.2	1.5	0.9	1.3	4.4
1988-89 to 1989-90	6.3	6.3	6.3	5.4	6.1	1.6	1.6	1.6	0.7	1.4	4.6
1989-90 to 1990-91	5.5	5.3	5.5	5.0	5.4	-0.6	-0.8	-0.6	-1.0	-0.7	6.1
1990-91 to 1991-92	3.4	3.5	3.8	3.9	3.5	0.3	0.4	0.7	0.8	0.4	3.1

* Consumer Price Index (All Urban Consumers) is calculated from December to December

Sources: AAUP, 1992; U.S. Department of Labor, Bureau of Labor Statistics

DISPLAY 3 *Percentage Changes in Average 1991-92 Faculty Salaries of American Colleges and Universities Over Previous Years, by Institutional Affiliation and Academic Rank of Faculty*

	Institutional Affiliation			
<u>Academic Rank</u>	<u>All Combined</u>	<u>Public</u>	<u>Private/ Independent</u>	<u>Church- Related</u>
1990-91 to 1991-92				
Professor	3 4	2 8	4 6	5 3
Associate Professor	3 5	2 8	4 7	5 5
Assistant Professor	3 8	3 2	4 8	5 6
Instructor	3 9	3 6	4 6	5 5
All Combined	3 5	2 9	4 7	5 5
1986-87 to 1991-92				
Professor	28 9	27 2	33 3	32 2
Associate Professor	28 3	26 8	32 2	31 4
Assistant Professor	29 5	27 5	34 4	32 9
Instructor	25 9	24 2	32 1	30 8
All Combined	28 7	27 1	33 3	32 1
1981-82 to 1991-92				
Professor	73 5	69 9	85 4	76 2
Associate Professor	70 4	67 7	79 7	73 9
Assistant Professor	74 8	71 9	85 4	76 2
Instructor	63 9	61 5	73 9	70 6
All Combined	72 6	69 4	83 7	75 2

Note Samples include 8,38 institutions reporting comparable data for 1990-91 and 1991-92, 1,649 for 1986-87 and 1991-92, and 1,672 for 1981-82 and 1991-92

Source AAUP, 1992

have varied within individual fields among large public universities (approximately 500 institutions) and is reflective of some of the compensation decisions that have been made in California over the past decade. Preferences clearly seem to have been given to faculty in such fields as health sciences, business and management, computer and information science, engineering, library science, and law -- all of which tend to reflect both student and societal preferences.

Another display of interest concerns fringe benefits. In the past, the Commission has considered the issue of fringe benefits in its annual reports on faculty salaries, but recently, the issue has been seen as so obscure and devoid of real meaning that the reporting of employer contributions to fringe benefit packages has been abandoned in favor of periodic and more detailed examinations of fringe benefit

packages. The AAUP has presented a chart that should be of interest to policy makers, however, since it indicates very clearly what trends are in evidence. Those trends indicate emphatically that medical insurance costs are becoming an increasing burden for higher education institutions, just as they are for employers of every kind in virtually every field of endeavor. Display 5 on page 9 shows that while the costs of fringe benefits have increased in all of the categories shown, they have increased at percentages that are double, triple, or even higher than those for other commonly offered benefits. Between 1986-87 and 1991-92, medical insurance costs rose an average of 95.5 percent for the five-year period, or an average of 14.3 percent per year. During that same period, the Consumer Price Index rose only 24.7 percent or 4.5 percent per year. There should be little doubt that fringe benefits are now, and will continue to be, a major financial issue for higher education planners.

In general, the financial health of California's higher education institutions will

DISPLAY 4 *Percentage Changes in Faculty Salaries from 1986-87 and 1981-82 for the Upper Three Academic Ranks in Major Fields Among Major Public Universities, with Data Arrayed by Increase in Professorial Salaries Since 1981-82*

Field	Percentage Change Since 1986-87			Percentage Change Since 1981-82		
	Professor	Associate Professor	Assistant Professor	Professor	Associate Professor	Assistant Professor
Health Sciences	24 9%	27 4%	30 8%	95 2%	87 0%	92 2%
Business and Management	36 1	36 3	42 2	89 2	86 8	105 6
Engineering	32 7	29 1	25 8	87 7	82 3	81 3
Computer and Information Science	32 4	27 8	24 7	86 2	83 3	84 3
Library Science	29 6	33 8	28 2	84 2	76 8	84 1
Law	28 2	30 2	34 0	81 1	69 8	82 4
Interdisciplinary Studies	52 5	34 7	30 5	79 7	62 6	67 7
Physical Sciences	28 9	24 9	28 2	72 7	65 1	72 8
Psychology	28 9	27 8	31 5	70 5	66 0	73 6
Architecture	28 5	25 4	22 1	70 0	58 5	58 8
Communications	30 3	26 6	28 4	69 9	64 0	67 4
Public Affairs	28 5	25 5	25 5	69 1	60 9	59 1
Mathematics	28 3	25 8	30 9	68 9	64 9	77 7
Social Sciences	28 4	29 2	29 5	68 7	61 8	70 5
Agrnbusiness	24 5	19 3	21 2	65 9	58 2	61 0
Education	26 7	26 5	27 5	65 3	62 6	61 0
Home Economics	26 3	27 6	27 8	63 2	61 5	62 9
Philosophy and Religion	26 8	24 4	28 2	62 2	59 6	65 0
Letters	26 4	28 5	28 6	61 8	63 1	65 6
Performing Arts	25 4	26 7	25 2	61 8	59 5	61 6
Foreign Languages	24 6	22 9	29 3	58 8	60 8	64 5
All Major Fields	29 3%	28 9%	29 4%	75 0%	71 0%	78 4%

Source AAUP, 1992. Data derived from the 1991-92, 1986-87, and 1981-82 Faculty Salary Surveys by Discipline of Institutions belonging to the National Association of State Universities and Land-Grant Colleges, conducted by the Office of Institutional Research, Oklahoma State University

depend on the productivity of the California economy. One must say "in general," however, since the oft-noted structural problems of rapidly expanding demands and minimally expanding revenues promise to cause continuing problems even in times of relative prosperity. Many responsible agencies and officials, including the Post-secondary Education Commission, have warned that no one should expect California's budgetary problems to be solved once prosperity returns. Nevertheless, there should be no doubt that an expanding economy is a prerequisite to higher education's ability to expand and meet the needs of a growing population. Ac-

cording to the Commission on State Finance, that expansion has begun -- although it is very tentative and is predicted to be inferior to the national economic recovery. Display 6 on page 10 presents that commission's most recent projections of a number of economic indicators.

The differences between the national and state numbers are immediately apparent from this display, particularly for the 1992 and 1993 calendar years. Where national Gross Domestic Product, expressed in constant dollars, rises 2.0 percent in 1992 and 2.4 percent in 1993, the comparable figures for California are -0.8 and +0.2 percent,

DISPLAY 5 *Percentage of Faculty Receiving Specific Major Fringe Benefits and Percentage Changes in Average Expenditure per Faculty Member Between 1986-87 and 1991-92, by Institutional Affiliation (All Faculty Ranks Combined)*

<u>Affiliation</u>	<u>Retirement</u>	<u>Medical Insurance</u>	<u>Tuition</u>	<u>Dental Insurance</u>	<u>Group Life</u>	<u>All Combined*</u>
Percentage of Faculty Receiving Benefits						
All Combined	97.2%	97.1%	10.5%	33.9%	82.9%	100.0%
Public	99.2	98.8	8.2	35.6	77.5	100.0
Private Independent	92.0	93.7	16.7	33.4	91.9	100.0
Church-Related	93.3	92.7	14.5	25.2	100.0	100.0
Percentage Change in Average Expenditure per Faculty Since 1986-87						
All Combined	24.4%	95.5%	29.5%	36.1%	31.6%	42.0%
Public	22.9	95.8	56.5	30.9	34.3	41.0
Private Independent	28.7	98.9	17.7	88.2	23.9	44.4
Church-Related	39.6	94.1	27.1	41.9	28.8	47.3

* The "All Combined" figures include all major fringe benefits (i.e. retirement, medical, disability, tuition, dental, social security, unemployment, group life, workers' compensation, and other benefits in kind)

Source: AAUP, 1992. The sample includes 1,609 institutions reporting comparable data for both years.

respectively. For those same two years, the national unemployment rate stood at 7.4 and 7.2 percent, while in California it is 9.1 and 10.6 percent, rates that are expected to go even higher in the subsequent two years. In fact, California is not expected to reach its 1990 level of employment (12,827,000 jobs) even by 1995 (12,267,000 jobs). Over that six-year period, while the national economy is expected to add between nine and ten million jobs, California is projected to lose 560,000 jobs. Even regarding inflation, the numbers are more negative in California than nationally, although both register Consumer Price Index changes in the 3-percent area.

This combination of pressures -- poor economic output and intense competition from other public sector programs -- promises to present this State with challenges that are probably unique in its history. For faculty, who received no cost-of-living adjustments in 1991-92 or 1992-93 (noted in Display 7 in the next part of this report), and who are not, as yet, funded for an increase in 1993-94, the prospects for maintaining parity with comparison institutions, or with any broadly representative group of faculty nationally, are not promising.

DISPLAY 6 Selected Economic Forecast Variables for the United States and California, 1990 to 1995

<u>Region and Item</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
United States						
1987-Dollar Gross Domestic Product ¹	\$4,877 5	\$4,821 0	\$4,917 4	\$5,033 1	\$5,163 6	\$5,297 2
Percent Change	0 8%	-1 2%	2 0%	2 4%	2 6%	2 6%
Current-Dollar Gross Domestic Product ¹	\$5,522 2	\$5,677 5	\$5,944 8	\$6,225 2	\$6,542 9	\$6,875 9
Percent Change	5 2%	2 8%	4 7%	4 7%	5 1%	5 1%
Personal Income	\$4,664 2	\$4,828 3	\$5,055 7	\$5,314 7	\$5,612 9	\$5,929 5
Percent Change	6 5%	3 5%	4 7%	5 1%	5 6%	5 6%
Pre-Tax Corporate Profits ¹	\$355 4	\$334 7	\$371 1	\$399 2	\$438 6	\$449 9
Percent Change	3 6%	-5 8%	10 9%	7 6%	9 9%	2 6%
Housing Starts ²	1 21	1 02	1 20	1 25	1 31	1 39
Percent Change	-12 7%	-15 9%	18 6%	3 8%	5 1%	6 0%
New Car Sales ²	9 5	8 4	8 3	8 8	8 9	8 9
Percent Change	4 0%	-11 8%	-0 9%	5 5%	1 4%	0 0%
Urban Consumer Price Index	5 4%	4 2%	3 1%	2 8%	3 0%	3 2%
Wage and Salary Employment ²	109 8	108 3	108 4	109 4	111 4	114 0
Percent Change	1 3%	-1 3%	0 1%	0 9%	1 8%	2 3%
Civilian Unemployment Rate	5 5%	6 8%	7 4%	7 2%	6 9%	6 4%
Prime Interest Rate	10 0%	8 5%	6 2%	6 0%	6 7%	6 6%
California						
1987-Dollar Gross State Product ¹	\$652 4	\$628 7	\$624 0	\$625 0	\$635 0	\$647 1
Percent Change	1 4%	-3 6%	-0 8%	0 2%	1 6%	1 9%
Current-Dollar Gross State Product ¹	\$738 5	\$740 5	\$754 3	\$773 0	\$804 6	\$839 8
Percent Change	5 9%	0 3%	1 9%	2 5%	4 1%	4 4%
Personal Income ¹	\$616 7	\$624 5	\$640 4	\$664 4	\$693 8	\$726 7
Percent Change	7 1%	1 3%	2 6%	3 8%	4 4%	4 7%
Taxable Sales ^{1 3}	\$281 8	\$270 8	\$272 8	\$274 0	\$287 1	\$302 3
Percent Change	3 6%	-3 9%	0 7%	0 4%	4 8%	5 3%
Taxable Corporate Profits ^{1, 4}	\$53 0	\$47 0	\$47 4	\$49 0	\$51 6	\$54 3
Percent Change	-1 4%	-11 4%	0 8%	3 3%	5 3%	5 4%
Housing Permits ⁵	165 0	105 3	92 4	94 3	128 8	146 4
Percent Change	-30 7%	-36 1%	-12 3%	2 1%	36 6%	13 7%
Urban Consumer Price Index	5 5%	4 2%	3 5%	3 0%	2 9%	3 2%
Wage and Salary Employment ⁵	12,827	12,430	12,164	12,046	12,112	12,267
Percent Change	2 1%	-3 1%	-2 1%	-1 0%	0 5%	1 3%
Unemployment Rate	5 6%	7 6%	9 1%	10 6%	10 9%	10 7%

¹ In billions ² In millions

³ Taxable sales for 1991 and 1992 include the effects of legislation that extended the sales tax to candy, snack foods, and other items. These changes raised taxable sales by 0.7 percent for 1991 and by 2.0 percent for 1992. Proposition 163, approved by the voters in November 1992, repealed the exemptions for these items effective December 1, 1992. The forecasts for 1993 and beyond reflect this change.

⁴ Excludes the impact of net operating losses ⁵ In thousands

Source: Commission on State Finance, January 1993

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Projected Salaries Required for Parity at the California State University and the University of California

WITH THE MAJOR economic recovery that began in 1983, the salary deficiencies experienced by California's two public universities were corrected, as were those of most other institutions of higher education across the country (Display 2, page 6 above). Display 7 below shows the parity figures the Commission derived for the University and State University since 1979-80, and compares those figures to the amounts actually approved by the Governor and Legislature, along with percentage increases in both the national and California Consumer Price Indices. The display shows that, as California emerged from

DISPLAY 7 Comparisons of Faculty Salary Parity Adjustment Calculations by the California Postsecondary Education Commission with Actual Percentage Increases Provided in State Budgets and United States and California Fiscal-Year Consumer Price Indices, 1979-80 Through 1994-95

Year	University of California		The California State University		Consumer Price Indices	
	<u>Commission Recommendation</u>	<u>Governor's Budget</u>	<u>Commission Recommendation</u>	<u>Governor's Budget</u>	<u>United States</u>	<u>California</u>
1979-80	12.6%	14.5%	10.1%	14.5%	14.4%	14.9%
1980-81	5.0	9.8	0.8	9.8	9.9	11.6
1981-82	5.8	6.0	0.5	6.0	6.9	10.8
1982-83	9.8	0.0	2.3	0.0	3.2	2.2
1983-84	18.5	7.0	9.2	6.0	4.4	3.7
1984-85	10.6	9.0	7.6	10.0	3.7	5.3
1985-86	6.5	9.5	N/A	10.5	1.7	3.6
1986-87	1.4	5.0	6.9	6.8	3.8	3.3
1987-88	2.0	5.6	6.9	6.9	3.9	4.4
1988-89	3.0	3.0	4.7	4.7	5.2	4.8
1989-90	4.7	4.7	4.8	4.8	5.0	4.9
1990-91	4.8	4.8	4.9	4.9	5.5	5.3
1991-92	3.5	0.0	4.1	0.0	3.2	3.6
1992-93*	6.7	0.0	6.0	0.0	3.0	3.4
1993-94*	6.5	N/A	8.5	N/A	2.9	2.8
1994-95*	N/A	N/A	N/A	N/A	3.1	3.1

* Estimated

Source: California Postsecondary Education Commission and Commission on State Finance

the recession of the early 1980s, both the University and State University lagged significantly behind their comparison institutions -- a circumstance that was corrected by the final two years of the decade

Between 1983-84 and 1989-90, strong performances in the State and national economies generated State revenues sufficient to restore faculty salaries to levels where the segments were better able to compete with private business and industry. Beginning in 1990-91, however, budgetary pressure from other State programs, particularly in the areas of health and welfare, corrections, and K-12 education began to restrict the State's ability to grant the cost-of-living adjustments indicated to be necessary by the Commission's methodology. In 1990-91, a 4.8 percent increase -- the amount indicated to be necessary by the Commission's methodology -- was granted to faculty at both the University and the State University, but there have been no increases since then, and the Governor has not yet indicated whether or not he will approve an increase for the 1993-94 year, even though a five-percent increase is scheduled for represented State employees in January of 1994.

The following sections present the Commission's traditional analysis of data from both the California systems and their respective groups of comparison institutions. Each analysis is a careful examination of the raw data from the comparison groups, data that have been incorporated into computerized spreadsheets for several years. These data are presented to the Commission in terms of number of faculty and total appropriation by academic rank, with delineations by both academic year and 11-month faculty, and with salaries for law school faculty removed from the calculations. In each case, the average salaries paid to 11-month faculty are converted to nine-month compensation.

The California State University

Display 8 on the opposite page shows the traditional summary data for the State University and its comparison institutions. It indicates a projected parity deficiency of 8.5 percent in comparison to the mean comparison institution salary expected to be paid in 1993-94. This lag appears to be greatest at the professor level, and least for associate professors.

With no salary increases granted since the 1990-91 fiscal year, the State University faculty's all-ranks average has remained almost static for three years. That average stood at \$52,310 in 1990-91, \$52,845 in 1991-92, and \$52,623 in the current year. The differences among the three years are all due to internal shifts between ranks caused principally by retirements and resignations. As is true at the University of California, the decline in the average between 1991-92 and 1992-93 is most likely due to the higher-than-average retirement rate of senior faculty occasioned by the early retirement program.

The status-quo condition of faculty compensation has produced expected effects in relation to the State University's comparison institutions. Although faculty salary increases nationally have also been depressed from prior-year levels, the State University has clearly lost ground in relation to its comparison group in the past few years. As an example, among the 21 institutions involved (the State University

DISPLAY 8 *California State University Comparison Group Average Salaries, 1987-88 and 1992-93, Compound Rates of Increase, Projected Comparison Group Average Salaries, 1993-94, and Projected Percentage Increase Required in California State University Faculty Salaries to Attain Parity with the Comparison Group in 1993-94*

<u>Academic Rank</u>	Comparison Group Average Salaries, 1987-88	Comparison Group Average Salaries, 1992-93	Compound Rate of Increase	Comparison Group Projected Salaries, 1993-94
Professor	\$52,468	\$65,362	4 49%	\$68,298
Associate Professor	\$39,145	\$48,160	4 23%	\$50,198
Assistant Professor	\$32,354	\$40,839	4 77%	\$42,786
Instructor	\$26,401	\$33,604	4 94%	\$35,265

<u>Academic Rank</u>	California State University Actual Average Salaries, 1992-93	Comparison Group Average Salaries Actual, 1992-93	Comparison Group Average Salaries Projected, 1993-94	Percentage Increase Required in California State University Average Salaries to Equal the Comparison Institution Average	
				<u>Actual, 1992-93</u>	<u>Projected, 1993-94</u>
Professor	\$60,524	\$65,362	\$68,298	7 9%	12 8%
Associate Professor	\$48,839	\$48,160	\$50,198	-1 3%	2 7%
Assistant Professor	\$40,043	\$40,839	\$42,786	1 9%	6 8%
Instructor	\$32,084	\$33,604	\$35,265	4 7%	9 9%
Weighted by State University Staffing	\$54,647	\$57,718	\$60,305	5 6%	10 3%
Weighted by Comparison Institution Staffing	\$50,598	\$52,395	\$54,737	3 5%	8 1%
Mean All Ranks Average and Gross Percentage Amount*	\$52,623	\$55,057	\$57,521	4 6%	9 3%
Adjustments					
Turnover and Promotions			-105		0 2%
Ment Award Adjustment					0 5%
Net Parity Salary and Percent			\$57,111		8 5%

Institutional Current-Year Staffing Pattern (Headcount Faculty)

	<u>Professor</u>	<u>Associate Professor</u>	<u>Assistant Professor</u>	<u>Instructor</u>	<u>Total</u>
The California State University	6,698	2,089	1,679	120	10,586
Comparison Institutions	4,656	4,380	3,238	234	12,508

*All-Ranks Average derived by averaging the California State University and comparison institution staffing patterns

plus its 20 comparison institutions), the State University's full professors ranked eighth in 1989-90, ninth in 1990-91, thirteenth in 1991-92, and fourteenth in 1992-93. Associate professors ranked fourth, sixth, sixth, and ninth, respectively, in the four years involved. Assistant professors went from seventh to tenth during the same period. The State University faculty's positions relative to its comparison group in both 1987-88 and 1992-93 are shown in Display 9 on pages 14-15.

DISPLAY 9 *California State University Comparison Institution Salary Data, by Rank, 1987-88 and 1992-93*

1987-88									
<u>Institution</u>	<u>Number</u>	Professors		<u>Number</u>	Associate Professors		<u>Number</u>	Assistant Professors	
		<u>Average Salary</u>	<u>Rank</u>		<u>Average Salary</u>	<u>Rank</u>		<u>Average Salary</u>	<u>Rank</u>
Institution N	233	\$60,349	(1)	236	\$44,153	(2)	133	\$33,465	(6)
Institution J	102	\$59,920	(2)	141	\$45,262	(1)	92	\$36,991	(1)
Institution Q	392	\$59,553	(3)	406	\$43,107	(3)	317	\$35,970	(2)
Institution B	495	\$56,900	(4)	322	\$42,700	(4)	181	\$35,200	(3)
Institution I	66	\$56,549	(5)	108	\$37,829	(14)	101	\$30,816	(15)
Institution R	132	\$56,442	(6)	225	\$38,989	(8)	161	\$32,583	(8)
Institution K	372	\$55,136	(7)	296	\$39,916	(6)	236	\$34,484	(4)
Institution P	98	\$53,410	(8)	124	\$38,732	(9)	96	\$30,809	(16)
CSU	7,409	\$52,573	(9)	2,468	\$40,782	(5)	1,491	\$32,888	(7)
Institution F	264	\$51,652	(10)	246	\$37,984	(13)	176	\$30,579	(17)
Institution A	475	\$51,086	(11)	443	\$39,179	(7)	312	\$32,330	(9)
Institution C	80	\$50,493	(12)	61	\$38,344	(11)	84	\$31,164	(12)
Institution S	265	\$49,560	(13)	286	\$38,617	(10)	171	\$33,470	(5)
Institution D	129	\$49,438	(14)	218	\$37,743	(15)	102	\$30,525	(19)
Institution T	254	\$48,854	(15)	300	\$36,292	(18)	165	\$31,603	(10)
Institution G	143	\$48,800	(16)	212	\$38,300	(12)	164	\$31,100	(13)
Institution O	165	\$47,428	(17)	227	\$35,234	(19)	141	\$30,567	(18)
Institution M	121	\$47,001	(18)	124	\$36,865	(16)	81	\$31,587	(11)
Institution E	87	\$45,893	(19)	117	\$36,614	(17)	91	\$31,008	(14)
Institution L	33	\$44,098	(20)	21	\$33,487	(20)	31	\$26,865	(21)
Institution H	272	\$39,700	(21)	208	\$32,400	(21)	213	\$27,100	(20)
Totals	4,178	\$52,468		4,321	\$39,145		3,048	\$32,354	
1992-93									
Institution J	116	\$78,076	(1)	120	\$58,652	(1)	79	\$48,600	(1)
Institution Q	457	\$76,283	(2)	366	\$54,614	(3)	291	\$45,830	(2)
Institution R	172	\$73,993	(3)	262	\$49,904	(8)	153	\$41,793	(7)
Institution B	500	\$72,438	(4)	297	\$56,108	(2)	244	\$45,598	(3)
Institution P	103	\$71,833	(5)	116	\$52,205	(4)	73	\$41,955	(5)
Institution N	247	\$70,656	(6)	235	\$50,917	(5)	133	\$38,644	(15)
Institution G	151	\$68,749	(7)	242	\$50,417	(7)	172	\$40,425	(9)
Institution C	83	\$65,130	(8)	83	\$47,941	(10)	71	\$41,180	(8)
Institution K	455	\$64,511	(9)	335	\$45,605	(12)	205	\$39,852	(12)
Institution S	288	\$64,375	(10)	257	\$50,627	(6)	216	\$43,782	(4)
Institution M	140	\$63,191	(11)	133	\$47,029	(11)	97	\$38,465	(16)
Institution I	87	\$63,169	(12)	116	\$44,535	(17)	95	\$39,682	(13)
Institution F	243	\$62,622	(13)	249	\$44,745	(15)	217	\$37,638	(19)
CSU	6,698	\$60,524	(14)	2,089	\$48,839	(9)	1,679	\$40,043	(10)
Institution A	576	\$59,921	(15)	508	\$44,317	(18)	318	\$39,429	(14)
Institution T	253	\$58,921	(16)	299	\$44,868	(13)	219	\$41,894	(6)
Institution E	105	\$58,600	(17)	105	\$44,769	(14)	114	\$40,018	(11)
Institution D	154	\$58,274	(18)	224	\$44,619	(16)	128	\$37,737	(18)
Institution L	45	\$58,233	(19)	21	\$43,548	(20)	43	\$36,509	(20)
Institution O	190	\$57,952	(20)	227	\$43,959	(19)	131	\$38,209	(17)
Institution H	291	\$52,200	(21)	185	\$41,100	(21)	239	\$35,500	(21)
Totals	4,656	\$65,362		4,380	\$48,160		3,238	\$40,839	

Source The California State University, Office of the Chancellor

Instructors			All		
Number	Average Salary	Rank	Total	Weighted Average Salary	Rank
0	\$0	(19)	602	\$48,060	(2)
9	\$27,634	(7)	344	\$46,935	(4)
21	\$36,426	(1)	1,136	\$46,667	(3)
10	\$30,600	(3)	1,008	\$48,206	(1)
42	\$22,341	(17)	317	\$37,440	(18)
14	\$28,400	(6)	532	\$41,102	(9)
10	\$26,513	(9)	914	\$44,561	(6)
3	\$26,833	(8)	321	\$40,733	(10)
176	\$28,324	(5)	11,544	\$44,838	(5)
37	\$22,966	(16)	723	\$40,404	(11)
34	\$24,614	(13)	1,264	\$41,571	(7)
2	\$18,750	(18)	227	\$39,796	(12)
9	\$23,017	(15)	731	\$41,188	(8)
28	\$25,851	(11)	477	\$38,664	(15)
5	\$28,917	(4)	724	\$39,580	(13)
24	\$31,400	(2)	543	\$38,586	(16)
2	\$24,100	(14)	535	\$37,723	(17)
1	\$25,199	(12)	327	\$39,273	(14)
15	\$26,322	(10)	(310)	\$37,074	(19)
0	\$0	(21)	693	\$33,636	(21)
0	\$0	(20)	693	\$33,636	(21)
266	\$26,401		11,813	\$41,818	
12	\$34,172	(6)	327	\$62,216	(1)
18	\$48,294	(1)	1,132	\$61,003	(3)
32	\$32,281	(9)	619	\$53,682	(8)
14	\$45,299	(2)	1,055	\$61,273	(2)
0	\$0	(17)	292	\$56,566	(4)
0	\$0	(18)	615	\$56,191	(5)
9	\$37,822	(3)	574	\$52,048	(10)
2	\$33,235	(8)	239	\$51,779	(11)
9	\$31,174	(12)	1,004	\$52,869	(9)
7	\$37,674	(4)	768	\$53,739	(7)
5	\$36,203	(5)	375	\$50,703	(12)
36	\$28,688	(15)	334	\$46,300	(20)
30	\$27,608	(16)	739	\$47,841	(15)
120	\$32,084	(10)	10,586	\$54,647	(6)
14	\$31,217	(11)	1,416	\$49,437	(13)
3	\$30,797	(13)	774	\$48,566	(14)
30	\$33,821	(7)	354	\$46,414	(19)
13	\$29,193	(14)	519	\$46,587	(18)
0	\$0	(20)	109	\$46,834	(17)
0	\$0	(19)	548	\$47,436	(16)
0	\$0	(21)	715	\$43,746	(21)
234	\$33,604		12,508	\$52,395	

Because of the absence of cost-of-living adjustments for State University faculty over the past two years, the parity percentage deficiency has been growing. The lag was estimated to be 4.1 percent in 1991-92, 6.0 percent in 1992-93, and now 8.5 percent in 1993-94. Such numbers may appear confusing, since it may be assumed that a 4.1 percent lag should grow to over 8 percent the following year if no salary increase is granted. In practice, however, this seldom occurs because the predicted comparison institution all-ranks average is based on a five-year moving average that is constantly shifting and does not move in a straight line. When economic times turn adverse, the salary percentage predicted for the State University by the five-year projection line may not be realized as lower than predicted salary increases are granted by the comparison group. The conclusion that should be drawn from the data is that the State University's position is slowly eroding.

Display 10 on page 16 shows the State University salary schedules in place for 1992-93, which are unchanged from the previous year. It should be noted that business and engineering faculty, including those on both 9- and 11-month appointments, receive a 10-percent upward adjustment in the salaries shown.

Non-reporting institutions

In its 1986-87 report, the Commission noted that the State University encountered considerable difficulty in its attempts to obtain reliable data from all its comparison institutions. Several institutions declined to participate in the annual survey, while others were not prepared to supply the data in a timely fashion. After the advisory committee was reconvened in 1986 to discuss this problem, it unanimously approved replacements for those institutions that would not provide data.

DISPLAY 10 *California State University Faculty Salary Schedules, 1992-93*

<u>Rank</u>	<u>Step</u>	<u>NineMonth Faculty</u>		<u>Eleven-Month Faculty</u>		<u>Nine to Eleven Month Difference</u>
		<u>Monthly</u>	<u>Annual</u>	<u>Monthly</u>	<u>Annual</u>	
Instructor	1	\$2,422	\$29,064	\$2,770	\$33,240	14 3%
	2	2,529	30,348	2,902	34,824	14 7%
	3	2,647	31,764	3,039	36,468	14 8%
	4	2,770	33,240	3,184	38,208	14 9%
	5	2,902	34,824	3,332	39,984	14 8%
Assistant Professor	1	\$2,647	\$31,764	\$3,039	\$36,468	14 8%
	2	2,770	33,240	3,184	38,208	14 9%
	3	2,902	34,824	3,332	39,984	14 8%
	4	3,039	36,468	3,492	41,904	14 9%
	5	3,184	38,208	3,658	43,896	14 8%
	6	3,332	39,984	3,833	45,996	15 0%
	7	3,492	41,904	4,016	48,192	15 0%
	8	3,658	43,896	4,211	50,532	15 1%
Associate Professor	1	\$3,332	\$39,984	\$3,833	\$45,996	15 0%
	2	3,492	41,904	4,016	48,192	15 0%
	3	3,658	43,896	4,211	50,532	15 1%
	4	3,833	45,996	4,411	52,932	15 0%
	5	4,016	48,192	4,624	55,488	15 1%
	6	4,211	50,532	4,848	58,176	15 1%
	7	4,411	52,932	5,080	60,960	15 1%
	8	4,624	55,488	5,329	63,948	15 2%
Professor	1	\$4,211	\$50,532	\$4,848	\$58,176	15 1%
	2	4,411	52,932	5,080	60,960	15 1%
	3	4,624	55,488	5,329	63,948	15 2%
	4	4,848	58,176	5,585	67,020	15 2%
	5	5,080	60,960	5,856	70,272	15 2%

Source The California State University, Office of the Chancellor

Following that meeting, State University officials worked to develop relationships with personnel at the comparison institutions, but it soon became evident that complete current-year data could not be obtained from all of them in November or even December of each year, nor could useful data be obtained from any other list of institutions that could conceivably be established, because many universities do not make computer runs of their faculty payrolls until after the November deadline required by the current methodology. Because the Department of Finance requests this information by the first week in December of each year for consideration in the Governor's Budget, estimates continue to be necessary for those institutions not supplying current-year information.

In its attempts to make the estimates as accurate as possible, the Chancellor's Office of the State University analyzed the differences between the cost-of-living adjustments projected to be given to faculty, and those actually distributed to them. This analysis showed that the actual changes in any institution's average salaries increased by only about 95 percent of the projected percentage increase -- a difference caused by changes in staffing patterns at the institutions involved. Accordingly, the State University suggested that, when current-year data cannot be obtained, but the projected cost-of-living adjustment is known, that that percentage be multiplied by 0.95. This year, complete current-year data were obtained for this year's report from 18 institutions, the 0.95 adjustment factor was applied to the 1991-92 cost-of-living adjustment data for the remaining two

Miscellaneous adjustments Consistent with its methodology, reductions of 0.2 percent for turnover and promotions, and 0.58 percent to reflect an additional appropriation for merit salary adjustments, are included in the calculation. The first is unchanged from last year's cycle, while the second has been increased to 0.58 percent from last year's estimate of 0.53 percent. With these two adjustments, the projected 1992-93 State University parity calculation equals 8.5 percent, as Display 8 on page 13 shows.

University of California At their November 20, 1992, meeting, the Regents of the University of California requested the Governor and the Legislature to approve funding sufficient to grant University faculty an average salary increase of 5.0 percent. This request was transmitted to the Commission by letter from Associate Vice President Calvin C. Moore, who noted the ongoing discussions about "weighting" (noted in Part Two of this report), and added that the true parity percentage should actually range between 6.5 and 8.2 percent for 1993-94, depending on the methodology used. He stated that only 5.0 percent was being requested, however, "to acknowledge that the State budget situation remains critical."

Display 11 below shows the average salaries by rank at the comparison institutions in 1987-88 and 1992-93, as well

DISPLAY 11 *University of California Comparison Institution Average Salaries, 1987-88 and 1992-93*

1987-88	Type*	Professor	Associate Professor	Assistant Professor	Average
Institution H	I	\$73,031	\$40,069	\$35,021	\$58,047
Institution A	I	\$65,376	\$49,627	\$39,572	\$57,277
Institution D	I	\$67,811	\$41,136	\$32,981	\$53,730
Institution F	I	\$70,263	\$48,383	\$38,586	\$59,882
UC	P	\$65,881	\$43,574	\$38,424	\$57,541
Institution B	P	\$60,808	\$41,744	\$33,191	\$48,188
Institution C	P	\$61,401	\$44,483	\$35,321	\$50,679
Institution E	P	\$57,811	\$44,403	\$36,950	\$49,829
Institution G	P	\$53,248	\$37,309	\$32,964	\$44,342
All Institutions		\$62,283	\$42,255	\$35,184	
1992-93					
Institution H	I	\$93,711	\$54,612	\$48,904	\$77,060
Institution A	I	\$89,657	\$66,608	\$49,935	\$78,198
Institution F	I	\$87,502	\$61,612	\$51,132	\$76,010
Institution D	I	\$85,894	\$52,609	\$43,525	\$67,633
UC	P	\$76,785	\$51,955	\$43,739	\$64,873
Institution C	P	\$71,357	\$48,722	\$40,158	\$57,461
Institution E	P	\$71,197	\$53,643	\$44,264	\$59,854
Institution B	P	\$69,814	\$48,335	\$39,520	\$56,628
Institution G	P	\$66,529	\$47,865	\$41,332	\$55,914
All Institutions		\$78,373	\$52,349	\$44,381	

* I = Independent, P = Public

as the University's position in each of these two years. It indicates that, over the past five years, at the rank of professor, the University held the fifth of nine positions (the eight comparison institutions plus the University) in both years, declined from fourth to sixth at the associate level, and maintained the fifth position at the assistant professor level. Except for the associate level, this is exactly where the methodology is designed to place the University's faculty at the middle of the comparison group, with four institutions paying more and four paying less. Of considerable interest is the fact that compensation provided to entry-level assistant professors is still on par with the average compensation of the comparison group. Since many of the University's new faculty members will be hired at this

level, it is important that it maintain that competitive position for the hiring of new young faculty

Display 12 below shows the parity calculations for the 1992-93 fiscal year, and it indicates that the University will require an increase of 6.5 percent to maintain parity at the mean of its comparison group. As noted earlier, however, the Regents have been constrained by the continuing budgetary crisis to request only a 5.0 percent increase. It should also be noted that because the University's faculty did not receive salary increases in 1991-92 and 1992-93, and because a significant number of high paid faculty retired from the system, the "All-Ranks Average"

DISPLAY 12 University of California Comparison Group Average Salaries, 1987-88 and 1992-93, Compound Rates of Increase, Projected Comparison Group Average Salaries, 1993-94, and Projected Percentage Increase Required in University of California Faculty Salaries to Attain Parity with the Comparison Group in 1993-94

<u>Academic Rank</u>	<u>Comparison Group Average Salaries 1987-88</u>	<u>Comparison Group Average Salaries 1992-93</u>	<u>Compound Rate of Increase</u>	<u>Comparison Group Projected Salaries, 1993-94</u>
Professor	\$62,283	\$78,373	4.70%	\$82,059
Associate Professor	\$42,255	\$52,349	4.38%	\$54,641
Assistant Professor	\$35,184	\$44,381	4.75%	\$46,491

<u>Academic Rank</u>	<u>University of California Actual Average Salaries, 1992-93</u>	<u>Comparison Group Average Salaries Actual 1992-93</u>	<u>Comparison Group Average Salaries Projected 1993-94</u>	<u>Percent Increase Required in University Average to Equal the Comparison Institution Average Actual 1992-93</u>	<u>Projected 1993-94</u>
Professor	\$76,785	\$78,373	\$82,059	2.0%	6.8%
Associate Professor	\$51,955	\$52,349	\$54,641	0.7%	5.1%
Assistant Professor	\$43,739	\$44,381	\$46,491	1.4%	6.2%
Weighted by University of California Staffing	\$64,873	\$66,027	\$69,104	1.7%	6.5%
Weighted by Comparison Institution Staffing	\$63,448	\$64,539	\$67,539	1.7%	6.4%
Mean All Ranks Average and Net Percentage Amount*	\$64,161	\$65,283	\$68,321	1.7%	6.5%

Institutional Budget-Year Staffing Pattern Number of Full-Time-Equivalent Faculty

<u>Institution</u>	<u>Professor</u>	<u>Associate Professor</u>	<u>Assistant Professor</u>	<u>Total</u>
University of California	3,464	1,136	1,258	5,858
Comparison Institutions	4,368	1,937	1,826	8,131

*All-Ranks Average derived by averaging the University of California and Comparison Institution staffing patterns

salary shown in Display 12 for the 1992-93 academic year (\$64,161) is actually less than the average salary earned by the faculty in the 1991-92 academic year (\$64,528), which was marginally lower than that paid in 1990-91 (\$65,519). Although this phenomenon of large-scale retirements and replacements with young faculty is likely to be temporary, it represents a variable that contributes significantly to the University's lag this year.

Display 13 below and on page 20 shows the University of California's salary schedule for the 1992-93 academic and fiscal years for regular faculty -- plus those in business management and engineering, who receive between 9.0 and 33.8 percent higher salaries than other faculty at comparable ranks and steps.

DISPLAY 13 University of California Faculty Salary Schedules, 1992-93

Academic Year Faculty (Nine Months)

<u>Rank</u>	<u>Step</u>	<u>Normal Period at Salary</u>	<u>Faculty in Most Disciplines</u> <u>Monthly</u>	<u>Annual</u>	<u>Faculty in Business and Engineering</u> <u>Monthly</u>	<u>Annual</u>	<u>Percentage</u> <u>Difference</u>
Instructor			\$2,541.67	\$30,500	NA	NA	NA
Assistant Professor	1	Two Years	\$2,991.67	\$35,900	\$3,900.00	\$46,800	30.3%
	2	Two Years	3,116.67	37,400	4,100.00	49,200	31.5%
	3	Two Years	3,233.33	38,800	4,308.33	51,700	33.2%
	4	Two Years	3,375.00	40,500	4,516.67	54,200	33.8%
	5	Two Years	3,583.33	43,000	4,741.67	56,900	32.3%
	6	Two Years	3,800.00	45,600	4,941.67	59,300	30.0%
Associate Professor	1	Two Years	\$3,591.67	\$43,100	\$4,750.00	\$57,000	32.2%
	2	Two Years	3,808.33	45,700	4,950.00	59,400	29.9%
	3	Two Years	4,025.00	48,300	5,150.00	61,800	27.9%
	4	Three Years	4,275.00	51,300	5,300.00	63,600	23.9%
	5	Three Years	4,608.33	55,300	5,466.00	65,600	18.6%
Professor	1	Three Years	\$4,283.33	\$51,400	\$5,308.00	\$63,700	23.9%
	2	Three Years	4,616.67	55,400	5,475.00	65,700	18.5%
	3	Three Years	5,058.33	60,700	5,825.00	69,900	15.1%
	4	Three Years	5,533.00	66,400	6,250.00	75,000	12.9%
	5	-----	6,016.00	72,200	6,725.00	80,700	11.7%
	6	-----	6,525.00	78,300	7,241.00	86,900	10.9%
	7	-----	7,050.00	84,600	7,766.00	93,200	10.1%
	8	-----	7,608.00	91,300	8,358.00	100,300	9.8%

(continued)

DISPLAY 13 (continued)

Fiscal-Year Faculty (Eleven Months)

<u>Rank</u>	<u>Step</u>	Normal Period at Salary	<u>Faculty in Most Disciplines</u>		<u>Faculty in Business and Engineering</u>		<u>Percentage Difference</u>
			<u>Monthly</u>	<u>Annual</u>	<u>Monthly</u>	<u>Annual</u>	
Instructor			\$2,950 00	\$35,400	N/A	N/A	N/A
Assistant	1	Two Years	\$3,466 67	\$41,600	\$4,525 00	\$54,300	30 5%
Professor	2	Two Years	3,608 33	43,300	4,750 00	57,000	31 6%
	3	Two Years	3,758 33	45,100	5,000 00	60,000	33 0%
	4	Two Years	3,916 67	47,000	5,241 67	62,900	33 8%
	5	Two Years	4,158 33	49,900	5,483 00	65,800	31 8%
	6	Two Years	4,408 33	52,900	5,733 00	68,800	30 0%
Associate	1	Two Years	\$4,166 67	\$50,000	\$5,491 00	\$65,900	31 8%
Professor	2	Two Years	4,416 67	53,000	5,741 00	68,900	30 0%
	3	Two Years	4,658 33	55,900	5,966 00	71,600	28 0%
	4	Three Years	4,958 33	59,500	6,150 00	73,800	24 0%
	5	Three Years	5,350 00	64,200	6,341 00	76,100	18 5%
Professor	1	Three Years	\$4,966 67	\$59,600	\$6,158 00	\$73,900	23 9%
	2	Three Years	5,358 00	64,300	6,350 00	76,200	18 5%
	3	Three Years	5,866 00	70,400	6,750 00	81,000	15 0%
	4	Three Years	6,416 00	77,000	7,300 00	87,600	13 7%
	5	-----	6,983 00	83,800	7,833 00	94,000	12 1%
	6	-----	7,566 00	90,800	8,408 00	100,900	11 1%
	7	-----	8,175 00	98,100	9,000 00	108,000	10 0%
	8	-----	8,833 00	106,000	9,625 00	115,500	8 9%

Source University of California, Office of the President.

Appendix A Senate Concurrent Resolution No. 51, 1965 General Session

Senate Concurrent Resolution No. 51, 1965 General Session, Relative to Academic Salaries and Welfare Benefits

WHEREAS, The Joint Legislative Budget Committee pursuant to House Resolution No. 250, 1964 First Extraordinary Session, has had prepared and has adopted a report of the Legislative Analyst containing findings and recommendations as to salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and

WHEREAS, The study of the Joint Legislative Budget Committee found that the reporting of salaries and fringe benefits as it has been made previously to the Legislature has been fragmentary and has lacked necessary consistency, with the result that the Legislature's consideration of the salary requests of the institutions of higher learning has been made unnecessarily difficult, and

WHEREAS, The report recommends that the Legislature and the Governor should receive each December 1 a report from the Coordinating Council for Higher Education, plus such supplementary information as the University of California and the California State Colleges desire to furnish independently, containing comprehensive and consistently reported information as outlined specifically in the report adopted by the Joint Legislative Budget Committee, and

WHEREAS, The reporting recommended by the committee would include essential data on the size and composition of the faculty, the establishment of comprehensive bases for comparing and evaluating faculty salaries, the nature and cost of existing and desired fringe benefits, the nature and extent of total compensation to the faculty, special privileges and benefits, and a description and measurement of supplementary income, all of which affect the welfare of the faculties and involve implications to the state now, therefore, be it

Resolved by the Senate of the State of California, the Assembly thereof concurring, That the Coordinating Council for Higher Education in cooperation with the University of California and the California State Colleges shall submit annually to the Governor and the Legislature not later than December 1 a faculty salary and welfare benefits report containing the basic information recommended in the report of the Joint Legislative Budget Committee as filed with the President of the Senate and the Speaker of the Assembly, under date of March 22, 1965

Appendix B

Changes in the Content and Methodology of the Reports Since the 1970s

THE DESIRE on the part of California officials for accurate and timely faculty salary data in higher education is at least as old as the Master Plan Survey Team, which recommended in 1960 the creation of a coordinating agency that would, among other duties, collect pertinent data on faculty supply and demand. For the next several years, following creation of the Coordinating Council for Higher Education, the Legislature sought information regarding faculty compensation and other issues relating to the State budget. While the Council did its best to provide the requested data, the Legislature -- and especially the Assembly -- deemed the Council's reports to be insufficient. Consequently, the Assembly requested the Legislative Analyst to prepare a specific report on the subject (House Resolution No. 250, 1964 First Extraordinary Session, reproduced in Appendix C, pp. 31-32).

Early in the 1965 General Session, the Legislative Analyst presented his report (Appendix D, pp. 33-44) and recommended that the process of developing data for use by the Legislature and the Governor in determining faculty compensation be formalized. This recommendation was embodied in Senate Concurrent Resolution No. 51 (1965), which specifically directed the Coordinating Council to prepare annual reports in cooperation with the University of California and the then California State Colleges.

Since that time, the Coordinating Council, and more recently the Commission, have submitted reports to the Governor and the Legislature. Prior to the 1973-74 budgetary cycle, the Coordinating Council submitted only one report annually, usually in March or April. Between 1974-75 and 1985-86, the Commission compiled two reports -- a preliminary report transmitted in December, and a final report in April or May. The first was intended principally to assist the Department of Finance in developing cost-of-living adjustments presented in the Governor's Budget, while the second was used by the Legislative Analyst and the legislative fiscal committees during budget hearings. Each report compared faculty salaries and the cost of fringe benefits in California's public four-year systems with those of other institutions (both within and outside of California) for the purpose of maintaining a competitive position.

As they evolved over a period of years, the Commission's salary reports were tailored to meet the information needs of the times. While always providing party figures based on analyses of comparison institution data, they were occasionally expanded to include summaries of economic conditions, comparisons with other professional workers, discussions of supplemental income and business and industrial competition for talent, analyses of collective bargaining, and data on community

Appendix C **House Resolution No. 250, 1964 First Extraordinary Session**

House Resolution No. 250, 1964 First Extraordinary Session, Relative to the Economic Welfare of the Faculties of the California Public Institutions of Higher Education

WHEREAS, The Master Plan for Public Higher Education strongly recommended that every effort be made to ensure that the institutions of higher education in California maintain or improve their position in the intense competition for the highest quality of faculty members; and

WHEREAS, The Coordinating Council for Higher Education in its annual report to the Governor and the Legislature regarding level of support for the California State Colleges and the University of California recommended that funds should be provided to permit at least an additional 5 percent increase in academic salaries for the California State Colleges and the University of California; and

WHEREAS, The Trustees of the California State Colleges in their annual report to the Legislature declared that the California State Colleges are falling far behind in the face of this competition and that by 1964-65 faculty salaries will be lagging 14 to 18 percent behind those of comparable institutions; and

WHEREAS, Greatly increasing enrollments in institutions of higher education in California during the next decade will cause a demand for qualified faculty members which cannot possibly be met unless such institutions have a recruitment climate which will compare favorably with other colleges, universities, and business institutions, industry, and other levels of government; and

WHEREAS, California has achieved an enviable momentum in business and industrial development, a momentum now threatened by lagging faculty salaries so that failure to maintain adequate salary scales for faculty members in California institutions of higher education would be false economy; and

WHEREAS, There have been widespread reports from the State College and University campuses that higher salaries elsewhere are attracting some of the best faculty members from the California institutions of higher education, and if such academic emigration gains momentum because of inadequate salaries, the effect will disrupt the educational processes and result in slower economic growth, followed by lower tax revenues, and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The State's investment in superior teaching talent has been reflected in California's phenomenal economic growth and has shown California taxpayers to be the wisest of public investors, but unless the superiority in faculty quality is maintained, the contributions by the California institutions of higher education to the continued

**Appendix D The Legislative Analyst's 1965 Report on a Method
for Comparing Faculty Salaries and Benefits**

**A RECOMMENDED METHOD FOR REPORTING TO THE LEGISLATURE
ON FACULTY SALARIES AND OTHER BENEFITS
AT THE UNIVERSITY OF CALIFORNIA
AND THE CALIFORNIA STATE COLLEGES**

(Pursuant to HR 250, 1964 First Extraordinary Session)

**Prepared by the Office of the Legislative Analyst
State of California**

January 4, 1965

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Introduction

The purpose of this staff report is to recommend a method for reporting to the Legislature on salaries, fringe benefits and other special economic benefits for faculties of the University of California and the California State Colleges. This report has been prepared by the Joint Legislative Budget Committee in response to House Resolution 250 (1964 First Extraordinary Session, Appendix 1)¹ which resolved

That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compare for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session

Staff of the Joint Legislative Budget Committee initiated its study by seeking information which would reflect the magnitude of California's long-range and immediate problems regarding the need to recruit and retain an adequate number of high quality faculty. While reviewing past reports presented to the Legislature as justification for salary increase recommendations by the Coordinating Council for Higher Education, the University of California and the California State Colleges, it became apparent that the first step in trying to improve faculty salaries and other benefits is to furnish the Legislature with comprehensive and consistent data which identify the nature and level of competitive benefits. The costs associated with recommendations, rated according to priority, should be included in proposals by the segments in order to aid the Legislature in determining how much to appropriate and the benefits which an appropriation will buy.

There has existed in the past a difference between what the institutions have recommended as the need for salary and benefit increases and what has finally been appropriated by the Legislature. There are two principal reasons for this difference which at times may be closely related. (1) The Legislature may disagree with what is

proposed as to need, or (2) there may not be enough funds to meet the need because of higher priorities in other areas of the budget.

These needs are very complex and, for example, include such factors as

- 1 Disagreement with conclusions drawn from data submitted in justification of recommendations,
- 2 Lack of confidence in the quantity, quality, or type of data,
- 3 The failure of advocates to make points which are concise and clearly understandable,
- 4 The submission of conflicting data by legislative staff or the Department of Finance

After careful consideration, it was determined that a special report should be made to the Budget Committee containing recommendations as to the kind of data the Legislature should be furnished for the purpose of considering salary and other benefit increases.

On August 5, 1964, a letter (Appendix 2) was sent from the Legislative Analyst to the Coordinating Council for Higher Education, the University of California, the California State Colleges, the Department of Finance, and various faculty organizations informing them that the Joint Legislative Budget Committee was planning to hold a public hearing in connection with HR 250 and asking for replies to a series of questions designed to gather background information about salary and fringe benefits data (Appendix 3, Copies of Replies Received). The primary purpose of the hearing was to provide the University of California, the California State Colleges, and interested groups the opportunity to indicate the basis on which salary and fringe benefits should be reported to the Legislature, including the kind of data to be compiled and who should compile and publish it (Appendix 4, Copies of Prepared Testimony Filed with the Joint Legislative Budget Committee at the October 15, 1964 Hearing). The contents of most of the prepared statements discussed problems and in some instances recommendations relating to faculty salaries and other benefits rather than the primary purpose of the hearing, but the testimony did serve to identify areas of concern. The hearing also established legislative interest in the subjects of faculty workload and sources of supplementary income.

The review of past faculty salary reports, the replies to the Legislative Analyst's letter of August 5, 1964, the oral and prepared statements received at the October 15, 1964, hearing of the Joint Legislative Budget Committee and other sources have revealed significant find-

1 This and other appendices deleted

- (1) Proposed increases to maintain the existing competitive position should be equivalent to a projection of the average salary relationship between the University, or state colleges, and comparable institutions during the current fiscal year to the next fiscal year. We recommend that this projection be based on a projection of actual salary increases by rank in comparable institutions during the past five years, permitting statistical adjustments for unusual circumstances. Thus the proposed increase to maintain the existing competitive position would, in effect, be equal to the average of annual salary increases in comparable institutions during the current fiscal year to the next fiscal year. We recommend that this projection of actual salary increases by rank in comparable institutions during the past five years, permitting statistical adjustments for unusual circumstances. Thus the proposed increase to maintain the existing competitive position would, in effect, be equal to the average of annual salary increases in comparable institutions during the past five years. A record of the accuracy of projections should be maintained in an appendix.
 - (2) Recommendations to improve the current competitive positions should be related to the additional advantages to be derived.
- b It is also recommended that the California State College Trustees select a list of comparable institutions within the next year and that agreements be negotiated to exchange salary data in a form which will facilitate comparisons. A list of the criteria used to select comparable institutions, plus characteristics of the institutions selected, should be included in next year's report.
- c Specific proposals for salary increases should be accompanied by comparisons of current salary amounts and historic trends to comparable institutions. The following general principles are considered to be important:
- (1) Salary data should be separated from fringe benefit and special benefit data for purposes of reporting salary comparisons.
 - (2) A consistent form should be used from year to year to present salary data. A suggested form might be to illustrate a five-year his-

toric trend in average salaries by using a line graph for each rank. An alternative might be a table which simply shows where California ranked among comparable institutions during the past five years.

The current salary position might best be illustrated by showing a list of average salaries of the California institutions and the other comparable institutions from rank for the last actual and current years. This will show the relative position of the California institution for the last actual and current years, as well as the range of averages. Frequency distributions of faculty by rank or professor should be incorporated in an appendix and any significant limitations in the use of averages between those particular institutions in a given year should be noted. For example, an unusual proportion of faculty in the high ranks or the low ranks would affect the comparability of the arithmetic means.

- (3) Special data to illustrate a particular problem in any given year would be appropriate as long as it supplements, rather than replaces, basic salary data.
- d Finally, it is recommended that salary data be reported in a form by rank which compensates for differences in faculty distributions.

C. Fringe Benefits

1 Findings

- a The definition of fringe benefits generally includes benefits available to all faculty that have a dollar cost to the employer. Benefits and services in kind are considered to be fringe benefits only if a cash payment option is available. Retirement and health insurance, by definition, are the only two programs considered as fringe benefits by the University of California and the California State Colleges.
- b Comparisons of fringe benefits, when comparisons have been made at all, have generally been limited to the dollar contribution by the employer and have not included any analysis of the quality of the benefits to the employee.

2 Recommendations

- a It is recommended that fringe benefit comparisons of type of benefit be included in faculty salary reports, but compared separately from sala-

ulty Compensation Policies and Practices

- d The Coordinating Council for Higher Education submitted excerpts from nationwide studies relating to the magnitude of outside activities. We have no way of determining how the data may relate to California, but if the figures are reasonable, then it appears that probably a large percentage of faculty have at least one source of extra income. Sources of income were reported as follows:

Source	Percent of Faculty Earning Additional Income from Sources
Lecturing	31%
General Writing	28
Summer and Extension Teaching	25
Government Consulting	18
Textbook Writing	18
Private Consulting	12
Public Service and Foundation Consulting	9
Other Professional Activities	10

Source: University Faculty Compensation Policies and Practices in the U.S., Association of American Universities, University of Illinois Press, Urbana, 1956

- e The United States Office of Education has just completed a nationwide sample survey of outside earnings of college faculty for 1961-62. Although data has not been published yet, special permission has been received to report the following results which are quoted from a letter sent to the Legislative Analyst on December 8, 1964, from the staff of the California State College Trustees:

Outside Earnings of Teaching Faculty on Academic Year Contracts (9-10 Months)

The U.S. Office of Education has just completed a nationwide survey of outside earnings by a sampling of all college faculty nationwide for 1961-62. The results are as follows:

	Percent	Average Earnings
All with outside earnings	74	\$2,200
Summer Teaching	44	1,300
Other Summer Employment	11	1,800
Other Teaching	12	900
Royalties	8	1,200
Speeches	9	200
Consultant Fees	12	1,400

Retirement (Individuals who have retired who teach elsewhere after retiring)

	1	3,400
Research	7	1,800
Other Professional Earnings	10	1,200
Non-Professional Earnings	8	1,700

The highest average earnings by teaching field and the percentage with outside earnings are:

	Percent	Average Earnings
Law (which we do not have)	78	\$3,300
Engineering	82	3,200
Business and Commerce	78	2,900
Physical Sciences	80	2,900
Agriculture	71	2,800
Psychology	85	2,700

In light of the Joint Committee discussion you might be interested in the following:

	Percent	Average Earnings
Social Sciences	74	\$1,900
Fine Arts	74	1,600
Philosophy	74	1,300
Religion and Theology	78	1,300

2 Recommendations

- a We recommend that the Coordinating Council for Higher Education, the University of California, and the California State Colleges cooperate in determining the extent to which faculty members participate in extra activities to supplement their nine-month salaries including information as to when extra activities are usually performed (such as vacations, etc.). Such activities would include, but not be limited to, lecturing, general writing, summer and extension teaching, government consulting, textbook writing, private consulting, public service and foundation consulting, and other professional activities. If such a study suggests that the magnitude of these activities is such that the performance of normal University and state college responsibilities are perhaps being adversely affected, then consideration should be given to the possibility of maintaining more complete and meaningful records. Such records would aid administrative officials and academic senates when reviewing recommendations for promotions and salary increases and provide summary data for reporting to the Legislature on these significant

faculty welfare items. Next year's faculty salary report of the Coordinating Council for Higher Education should incorporate the results of this study.

- b We also recommended that existing state college policies and enforcement practices regarding extra employment be reviewed and updated.
- c Finally, it is recommended that faculty salary reports keep the Legislature informed about policies and practices relating to extra employment.

3 Comments

In our opinion, it would seem that any extra employment would affect the quality of performance of University responsibilities since faculty surveys indicate that the average faculty workweek is 54 hours. The time spent on activities for extra compensation (except during the summer) would be

on top of what the faculty has defined as their average workweek. Because, in some instances, it is difficult to determine whether a given income-producing activity, such as writing a book, is considered a normal University responsibility or an extra activity, distinctions between normal and extra activities need to be more clearly defined.

Much of the outside compensation received by faculty comes in the form of grants made directly to the faculty member rather than through the University of colleges. There is no regular reporting of these grants or the personal compensation which they provide to faculty, and the colleges and University do not consider the reporting of such income to be feasible. It may be desirable to encourage the Congress to direct that greater number of grants made by United States agencies for research be made directly to academic institutions.

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CALIFORNIA POSTSECONDARY EDUCATION COMMISSION

THE California Postsecondary Education Commission is a citizen board established in 1974 by the Legislature and Governor to coordinate the efforts of California's colleges and universities and to provide independent, non-partisan policy analysis and recommendations to the Governor and Legislature

Members of the Commission

The Commission consists of 17 members. Nine represent the general public, with three each appointed for six-year terms by the Governor, the Senate Rules Committee, and the Speaker of the Assembly. Six others represent the major segments of postsecondary education in California. Two student members are appointed by the Governor.

As of September 1993, the Commissioners representing the general public are

Henry Der, San Francisco, *Chair*
C. Thomas Dean, Long Beach, *Vice Chair*
Mim Andelson, Los Angeles
Helen Z. Hansen, Long Beach
Lowell J. Paige, El Macero
Guillermo Rodriguez, Jr., San Francisco
Stephen P. Teale, M.D., Modesto
Melinda G. Wilson, Torrance
Linda J. Wong, Los Angeles

Representatives of the segments are

Alice J. Gonzales, Rocklin, appointed by the Regents of the University of California,
Yvonne W. Larsen, San Diego, appointed by the California State Board of Education,
Timothy P. Harding, Rancho Santa Fe, appointed by the Board of Governors of the California Community Colleges,
Ted J. Saenger, San Francisco, appointed by the Trustees of the California State University,
Kyhle M. Smeby, Pasadena, appointed by the Governor to represent California's independent colleges and universities, and
Harry Wugalter, Ventura, appointed by the Council for Private Postsecondary and Vocational Education

The student representatives are

Christopher A. Lowe, Placentia
Beverly A. Sandeen, Costa Mesa

Functions of the Commission

The Commission is charged by the Legislature and Governor to "assure the effective utilization of public postsecondary education resources, thereby eliminating waste and unnecessary duplication, and to promote diversity, innovation, and responsiveness to student and societal needs."

To this end, the Commission conducts independent reviews of matters affecting the 2,600 institutions of postsecondary education in California, including community colleges, four-year colleges, universities, and professional and occupational schools.

As an advisory body to the Legislature and Governor, the Commission does not govern or administer any institutions, nor does it approve, authorize, or accredit any of them. Instead, it performs its specific duties of planning, evaluation, and coordination by cooperating with other State agencies and non-governmental groups that perform those other governing, administrative, and assessment functions.

Operation of the Commission

The Commission holds regular meetings throughout the year at which it debates and takes action on staff studies and takes positions on proposed legislation affecting education beyond the high school in California. By law, its meetings are open to the public. Requests to speak at a meeting may be made by writing the Commission in advance or by submitting a request before the start of the meeting.

The Commission's day-to-day work is carried out by its staff in Sacramento, under the guidance of its executive director, Warren Halsey Fox, Ph.D., who is appointed by the Commission.

Further information about the Commission and its publications may be obtained from the Commission offices at 1303 J Street, Suite 500, Sacramento, California 95814-2938, telephone (916) 445-7933.



FACULTY SALARIES IN CALIFORNIA'S PUBLIC UNIVERSITIES, 1993-94

Commission Report 93-3

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